



# The ADC Post

News By, For and About the Employees of ADC

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Members of the BRP

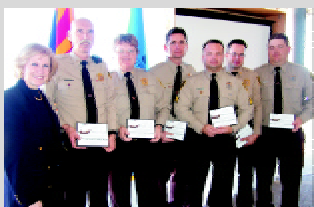
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Honorary CO status Awarded.

## *Lewis Rededication* *January 18-19, 2005*

## Special Issue





# From Her Desk



**Dora Schriro**

During the hostage siege of January 2004, the many men and women of the Arizona Department of Corrections came together to secure the safe release of our staff and peaceful surrender of the two inmate hostage takers. As one seamless team statewide you successfully resolved the 15-day taking of the Morey tower at ASPC-Lewis, all the while operating with excellence every correctional complex in the system. Your outpouring of concern and support for your colleagues sustained the agency and moved the entire country. That event demonstrated as plainly as any in this state's history that you are in this agency's most important asset.

Months have passed and a considerable number of reforms are underway which are improving the operation of our correctional complexes. On January 18 and 19, 2005, we

all participated in employee recognition and facility rededication ceremonies to remember and recognize your contributions throughout the hostage taking.

Without the dedicated service of all Arizona Department of Corrections employees, this agency could not fulfill its core mission. Your contributions to public safety make a meaningful, measurable difference in lives of Arizonans across the state. We have reached an important

milestone in our department's history through your efforts. It is only fitting that we recognize your work and mark your progress as we move closer to flagship status.

Sincerely,

Dora Schriro  
Director



Correctional Officer Larry Brown sings the Star Spangled Banner to kickoff the Lewis Rededication Ceremony.


## A Letter of Praise from the Governor



Dennis Burke, the Governor's Chief of Staff, reads a letter from Governor Janet Napolitano.



Correctional Officers Stephanie Infante and Colen Young raise the new ADC flag at ASPC-Lewis. On the cover, Infante and Young raising the flag.



STATE OF ARIZONA

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January 19, 2005

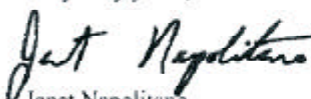
To all of the outstanding employees in the Arizona Department of Corrections, congratulations!

In the year since the hostage taking in the Morey Unit at ASPC-Lewis, your organization has taken considerable strides and made measurable progress towards flagship status. As a result of your efforts at each and every prison complex in the state, the Arizona Department of Corrections is growing in strength and stature.

Your attention to policies and procedures, staff training and supervision, the physical plant, inmate programs and the inmate population strengthens the department and enhances the public's safety.

I prize your many contributions and I am very proud of your sustained efforts to reform our correctional system with the adoption of a no-nonsense, Back to Basics approach to prison operations. By focusing on sound security procedures and pre-release preparation you are improving public safety now, and later, after inmates' sentences are served and they are sent home.

I regret that I cannot be with you today, look you in the eye, and tell you this: Your striving towards excellence is making a difference. The impact of your work is far reaching and profound. Strive on!

Very truly yours,  
  
Janet Napolitano  
Governor

JN:nac



# Lewis Prison: Then and Now

January 18, 2005 marked one year since two inmates made their way through the kitchen, across the yard, and into the Morey Unit tower where they held two of our correctional officers for 15 days. Immediately thereafter, the department took stock of its security operations, and critically assessed its compliance with policies, procedures and core

correctional practices. Since then, a series of system-wide reforms has been undertaken at each of the department's 10 prison complexes to improve public and staff safety at every unit in the department.

## The Blue Ribbon Panel

Governor Janet Napolitano convened the Blue Ribbon Panel (BRP) to examine the events leading up to the hostage taking, what could have been done to prevent this breach in security, and identify underlying issues that may have directly or indirectly contributed to the incident. Co-led by former Attorney General Grant Woods, Director of Water Resources Herb Guenther and Governor Napolitano's Chief of Staff Dennis Burke, the panel featured national experts—former director of the Washington, Colorado and Wisconsin Departments of Corrections Chase Riveland, Deputy Director of the Ohio Department of Corrections Tom Strickrath, Pinal County Sheriff Roger Vanderpool, Director of Arizona Department of Juvenile Corrections Mike Branham, Arizona Director of Liquor Control Leesa Morrison, and homeland security consultant and tactical expert John Cohen. The panel invited ADC staff to participate in four meetings that it held at ASPC-Lewis, Tucson, Phoenix and Eyman and to submit written statements. More than 100 staff shared with the panel their vision for ADC and the challenges they faced as officers during 50 hours of testimony. The panel also received over 150 e-mails from other ADC employees.

## Outcome of the BRP Process

The panel identified 10 areas that needed improvement—inmate security, yard security, kitchen

security, tower security, defensive techniques and procedures, communications, overall emergency response capability, interagency coordination and negotiator activity, administrative resolution of hostage situation and improved coordination of administrative

policy and budget issues and prepared 69 recommendations for the Governor's consideration to improve prison operations and public safety.

"There was long term institutional neglect and decay along with years' worth of bad decisions at all levels of the Department," the report acknowledged. The Panel members also agreed that the department did many things right in its management of the crisis. "First and foremost there was no loss of life," the report stated. "There was no escape from the institution and no loss of control of the facility or unit. Also there was never any risk to public safety."

## Additional Opportunities for Improvement

As the panel was making its review, the department formed its own peer review assessment teams to identify additional opportunities for improvement at ASPC-Lewis and the other complexes. The team agreed there were 106 additional areas requiring remediation. In the end, the department adopted all of the panel's 69 recommendations and together with the 106 additional opportunities for improvement, implemented a sweeping action plan consisting of 215 reforms.

"Never before in ADC history have groups of employees assembled and collaborated to collectively achieve improved security practices," said Sam Sublett, division director of offender operations. "More than 200 employees comprised numerous multi-disciplinary work groups to address strategies to attain agency-wide compliance with the BRP."

## Strengthening Staff's Skills through Core Competency Testing

It became clear listening to staff's heartfelt testimony before the Blue Ribbon Panel that a number of officers and their supervisors had cut a number of corners over a long period of time and over time, some staff's proficiency suffered.



Members of the blue ribbon panel listen to ADC employee testimony. Left to Right - Dennis Burke, Herb Guenther, Mike Branham and Roger Vanderpool

## Hostage Incident Summary

A summary of the management of the 15-day event is online at [www.blueribbon.az.gov/documents/finalreport.pdf](http://www.blueribbon.az.gov/documents/finalreport.pdf)

## Blue Ribbon Panel

The Blue Ribbon Panel report can be found at <http://www.blueribbon.az.gov>

"There were a few that didn't want to do their job but by and large, it was evident that a lot of staff didn't

know what their job was," Director Schriro explained. "Recognizing we are only as strong as our least able employee, we identified those basic security skills that all staff in corrections series must

master. To ensure everyone was proficient, we set about developing an assessment process." Known today as Core Competency testing, the evaluation consists of two parts, a written exam and practical applications including as examples, demonstrating proper techniques for pat down procedures and cell shake downs. The passing score for line staff was set at 70 and at 80 for their supervisors. Anyone who scored less wasn't disciplined or dismissed; they received on-the-job retraining (OJRT), another facet of this new approach to problem solving. When retested, everyone passed. **Enhancing Prison Safety and Security through Peer Review Assessments**

The department suspended the auditing of its operations in the fall of 2001. Instead of resuming audits in the aftermath, ADC developed the peer assessment process, a new approach to problem solving to take its place. Drawing upon its own Subject Matter Experts (SME) department-wide, initially 36 staff from all positions and posts in the agency was called upon to determine where complexes were out of compliance with 20 critical security practices essential to 39 fundamental security policies and procedures. Where the teams found discrepancies, they were tasked with fixing as many of the issues as possible that were not in compliance on-the-spot. Where more extensive interventions were required, the complex being audited developed actions plans and their progress was reviewed quarterly by the assessment teams until each issue

was satisfactorily resolved. It's the department's plan to assess facility operations annually and annually add other important practices for evaluation.

## Core Competency Results

The Department's core competency results can be found at [www.azcorrections.gov/News/corecomp.pdf](http://www.azcorrections.gov/News/corecomp.pdf)

## Inmates Receive Sentences

The two inmates responsible for the hostage siege will spend the rest of their lives in prison. Ricky Wassenaar, was found guilty of 19 of the 20 counts which included kidnapping, sexual assault and aggravated assault, and received 16 consecutive life sentences and an additional 37 years. Wassenaar is confined at the Ohio State Prison

Steven Coy pleaded guilty last year to 14 charges including: escape, kidnapping, assault and sexual assault. He is serving seven life sentences at a maximum-security prison in Maine.



# ADC Honors Employees a

On Tuesday, January 19, 2005, the ADC community came together to recognize the many ADC staff members who worked tirelessly throughout the hostage situation. The ceremony also served as a rededication of ASPC Lewis, emphasizing the department's twofold mission, *Public Safety Now, Public Safety Later*. Jana Bommersbach, noted author, journalist and the program's emcee summed up the department's efforts with one remarkable observation, "Clearly, the hostage taking was a crisis but just as clearly it never became a catastrophe."

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The ADC colorguard posts the colors to kickoff the Lewis Rededication Ceremony.



Jana Bommersbach of Phoenix Magazine was the emcee of the ASPC-Lewis Rededication ceremony.

## ADC Recognizes Outside Agencies

The Arizona Department of Corrections marked the one-year anniversary of the ASPC Lewis-hostage situation with ceremonies thanking its colleagues in law enforcement, juvenile and county corrections and rededicating the institution to public safety mission.

On Monday, January 18, the Department gave thanks to the 25 agencies that lent their assistance and supported ADC throughout the 15-day siege:

### FEDERAL AGENCIES

- Federal Bureau of Investigation provided over 100 personnel including negotiators, snipers, and hostage rescue team members.
- Department of Homeland Security searched nationwide for surveillance equipment to increase intelligence gathering.
- Bureau of Alcohol, Tobacco and Firearms contributed surveillance equipment and cameras
- Bureau of Prisons supplied vans and transport teams to move the two inmates and housed them prior to the interstate move.
- Border Patrol provided surveillance and camera equipment and night vision goggles

### STATE AGENCIES

- Arizona Department of Public Safety deployed over 230 officers for hostage rescue teams members, negotiators, snipers and surveillance specialists.
- Arizona Department of Juvenile Corrections staged media at Eagle Point Juvenile Correctional

Facility.

Another group that contributed to the safe release of the hostages was the Media. The restraint shown by local television, radio and newspaper outlets was greatly appreciated. Given the choice of breaking sensational stories or not, they chose the latter. Information was withheld for the safety of the officers including the names and medical conditions of the officers being held captive. The hostage takers' behavior was erratic at best, and there was no way to predict how they might react to news reports of the crisis.

- Department of Administration Risk Management responded to all requests for emergency funds

### CITY AND COUNTY AGENCIES

- Maricopa County Sheriff's Office brought in more than 100 personnel as hostage rescue team members and negotiators
- Phoenix Police Department supplied negotiators, explosive experts and hostage rescue teams
- Tempe Police Department deployed hostage rescue teams and negotiators
- Scottsdale Police Department contributed hostage rescue team.
- Glendale Police Department provided hostage rescue team and explosive experts
- Mesa Police Department supplied electronic surveillance and tactical support
- Tucson Police Department deployed hostage rescue teams
- Buckeye Police Department sent first responders
- Buckeye Valley Fire Department provided EMT support though the whole incident

### OUT-OF-STATE-AGENCIES

- Michigan State Police identified and transported third party intermediaries.
- Los Angeles County Sheriff's Office provided tactical equipment

### OTHER STATES' DEPARTMENTS OF CORRECTIONS ASSISTED ADC WITH INTERSTATE COMPACT ARRANGEMENTS

- California
- Ohio
- Wisconsin
- Illinois
- Maine

## Honorary Correctional Officers

The Director gave special thanks to three individuals from other agencies who contributed greatly throughout the siege. Director Schriro conferred honorary status as ADC Correctional Officers to Deputy Chief Jessie Locksa of the Maricopa County Sheriff's Office, FBI Special Agent Ray Churay, and DPS Lt. Colonel Norm Beasley. The trio were issued badges on plaques for their work.



Deputy Director Gary Phelps (left) and Director Dora Schriro stand with their law enforcement colleagues. Director Schriro gives thanks to (Left to Right) FBI Special Agent Ray Churay, Deputy Chief Jessie Locksa of the Maricopa County Sheriff's Office and Lt. Colonel Norm Beasley of the Department of Public Safety for their contributions during the siege.



# it Rededication Ceremony



Director Schriro presents a flagship award to ASPC-Lewis' first responders for their actions in containing the situation in the early hours of the siege.

## First Responders

The assessment by first responders sets the stage for all that follows. They must know what to do as well as what not to do during an emergency situation and prevent negative occurrences from escalating. The Arizona State Prison Complex-Lewis staff did just that. They quickly identified the situation as an escape attempt and effectively contained the breach. They summoned help and held the course.

## Critical Incident Stress Debriefing Teams

They were there to comfort and support, to lean and count on. They were the C I S D, Critical Incident Stress Debriefing teams. Dedicated employees from institutions across the ADC system played an integral part in helping staff throughout the agency cope with the hostage standoff. They were also available around the clock for the family members and friends of the hostages. In the midst of uncertainty and fear, CISD team members brought comfort, strength and courage to scores of people in the face of the nation's longest prison hostage standoff.

### Eyman



### COTA



### Lewis



### Phoenix



### Florence



### Tucson



### Central Office



### Yuma



### Perryville





# Tactical Support Units

Tactical Support Units throughout ADC were summoned to ASPC-Lewis and posted as snipers, observers and hostage rescue teams.

TSU responders each worked 12 to 16 hour shifts for 15 consecutive days, some of them stationed for long periods of time on rooftops around the Morey Unit yard as snipers. They did their jobs precisely and

professionally, from the first day to the last when the inmates surrendered.

The Tactical Support Unit team members from all ADC institutions remained steadfast in their resolve. Their discipline was uncompromised and their morale remained high. Their commitment to a successful end to the incident is prized.

Douglas



Florence



Phoenix



Perryville



Eyman



Lewis



Safford



## ASPC-Lewis Physical Plant Staff



With so many specialized groups of staff preparing for and performing critical functions during the 15-day hostage crisis, you have to wonder, "Where did those replicated tower windows and

extraction ladders come from?" "Who was turning the lights on and off?" "Who ran all of those special phone lines?"

It was the Lewis prison complex's Physical Plant and Motor Pool staff who made things happen behind the front lines.

They built replicas of tower windows for the TSU snipers to practice on. They invented specially adapted ladders for use by the extraction team. They turned office space into living quarters for the hostage families, and turned utilities on and off to the tower as directed by the negotiators.

The Physical Plant staff worked around-the-clock providing valuable services to the overall effort and keeping the prison operational. Their contributions were essential and important.

Tucson



Yuma





## Arizona State Prison Complex - Lewis

With so many resources, staff, and so much attention devoted to the hostage siege during the 15-day period, the day-to-day business of the Lewis prison complex had to go on, and it did.

The inmates, 4,586 of them, were fed and counted on time every day. Also, correctional staff kept the lines of communication open with inmates to keep them informed and help diffuse the tension at the prison.

The communication, coordination, planning and strategizing of the hostage crisis was a remarkable undertaking. But just as remarkable was the fact the incident was kept from becoming a major disruption to the flow of prison business and activity. The staff of Lewis Complex Operations and each of the six units did not lose focus. The staff at ASPC-Lewis contained the incident to the tower and prevented it from escalating.

*The staff at ASPC-Lewis contained the incident to the tower and prevented it from escalating.*

### Buckley



### Morey



### Rast



### Stiner



## ADC Prison Complexes

Keeping the remainder of the prison system under control is also something that cannot go unnoticed.

The Lewis prison hostage crisis was the lead story on the news and on the front page of newspapers statewide every day for 15 days. Certainly, the prison population at every institution throughout Arizona was aware of it.

Management and staff at all of ADC's other institutions stayed focused, attentive to the demeanor of the prison population. Work and education programs went on as usual, and inmates were counted, fed and recreated.

It is a credit to the disciplined nature of ADC staff throughout the prison system that kept the ship afloat and on course, in spite of the storm that was occurring at Lewis prison. ADC institutions are commended for the assistance and resources they provided and for their attention to the business at hand – keeping the prison system going throughout the incident.

### Douglas



### Eyman



### Florence



*Prison Complexes continued on page 8*

## Complex Operations



### Bachman



### Barchey





Phoenix



Perryville



Safford



Tucson



Winslow



Yuma



Included in the programs was a recap of the 15-day event by Director Schriro. <http://www.azcorrections.gov/News/rededicationssideshow.html>. Division Director Sam Sublett also provided the audience with an overview of the many ADC work groups that conducted the department’s first peer review assessments, identified Opportunities for Improvements, and implemented the recommendations of Governor Napolitano’s Blue Ribbon Panel. <http://www.azcorrections.gov/News/rededicationssideshow.html> Warden Trujillo summarized the sweeping reforms that had been instituted at ASPC-Lewis. <http://www.azcorrections.gov/News/rededicationssideshow.html>



ASPC-Perryville Negotiation Team



The Perryville team was called upon the second day of the crisis, but they had already done their homework. They had researched the files of the hostage takers and put together a binder of profiles on the inmates, which proved to be extremely valuable as the incident progressed. They were heavily involved in critical functions such as recording and documenting all activities for later evidence and prosecution and, with one team member in particular, actual negotiations with a hostage taker that prevented one of his rages from escalating.